

3/16/77 [2]

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THE WHITE HOUSE
WASHINGTON

| ACTION | FYI | |
|--------|-----|---|
| | | MONDALE |
| | | COSTANZA |
| | | EIZENSTAT |
| | | JORDAN |
| | | LIPSHUTZ |
| | | MOORE |
| | | POWELL |
| | | WATSON |
| | | FOR STAFFING |
| | | FOR INFORMATION |
| X | | FROM PRESIDENT'S OUTBOX |
| | | LOG IN/TO PRESIDENT TODAY |
| | | IMMEDIATE TURNAROUND |
| | | ENROLLED BILL |
| | | AGENCY BILL |
| | | Staffing comments should go to Bert Carp within 48 hours; due from Carp to Staff Secretary next day. |
| | | CAB DECISION |
| | | EXECUTIVE ORDER |
| | | Staffing comments should go to Doug Huron within 48 hours; due from Huron to Staff Secretary next day. |

| ACTION | FYI | |
|--------|-----|--------------|
| | | ARAGON |
| | | BOURNE |
| | | BRZEZINSKI |
| | | BUTLER |
| | | CARP |
| | | H. CARTER |
| | | CLOUGH |
| | | FALLOWS |
| | | FIRST LADY |
| | | GAMMILL |
| | | HARDEN |
| | | HOYT |
| | | HUTCHESON |
| | | JAGODA |
| | | KING |
| | | KRAFT |
| | | LANCE |
| | | LINDER |
| | | MITCHELL |
| | | POSTON |
| | | PRESS |
| | | B. RAINWATER |
| | | SCHLESINGER |
| X | | SCHNEIDERS |
| | | SCHULTZE |
| | | SIEGEL |
| | | SMITH |
| | | WELLS |
| | | VOORDE |

THE WHITE HOUSE
WASHINGTON

Mr. President:

Watson and Lipshutz concur
with Stu.

Rick

THE WHITE HOUSE
WASHINGTON

March 16, 1977

Stu Eizenstat -

The attached was returned in the President's
outbox and is forwarded to you for appropriate
handling.

Rick Hutcheson

cc:
The Vice President
Midge Costanza
Hamilton Jordan
Bob Lipshutz
Frank Moore
Jody Powell
Jack Watson
Greg Schneiders

Re: Proposals on Openness in Government

THE WHITE HOUSE

WASHINGTON

March 10, 1977

DO NOT WRITE IN THESE SPACES.

MEMORANDUM FOR THE PRESIDENT

FROM: Stu Eizenstat *Stu*

SUBJECT: Proposals on Openness in Government
(Prepared At Your Request)

In response to your request to determine what steps could be taken by Executive action to bring great openness in government, Si Lazarus, Mary Schuman, and Rick Neustadt of my staff, together with Peter Petkas of Harrison Wellford's staff at OMB, have identified eight areas. In my initial memorandum on this subject last month, additional actions were enumerated. While Mr. Watson and Mr. Moore concurred with all the items, Ham and Jody felt a smaller number should be selected for action, and were concerned that taken together these items might be burdensome. Jody's original comments reflect he approved of most of the suggestions on substantive grounds. I have therefore taken a few of the original items out.

None would require on-going action by you or the White House staff after the implementation period indicated below. For each idea you approve we will prepare a decision memo detailing the proposed action.

This list does not include any reform measures that require legislation. It likewise does not touch on related matters, such as charters for the FBI and CIA, which relate to government reform, but not directly to openness.

A brief discussion of each proposal follows:

Actions that can be implemented within one month:

1. Logging by Executive Branch Officials of Communications from Outside Parties

This is a chief item on the Common Cause agenda. It could be made less burdensome by being limited to only Presidential appointees, rather than going down to the GS-16 level as Common Cause suggests. An Executive Order could be issued

*Stu - ok
proceed as appropriate -
No big p.r. deal.
J*

requiring agency heads and their Presidentially appointed policy-making subordinates (as listed by the agency heads) to record their contacts with outside parties who are attempting to influence administrative decision-making. Officials need only keep a brief record of communications they receive from outside persons regarding official business. These would be available to the public. While this would somewhat increase the paperwork burden, such logs are now being maintained and made public by several independent agencies now and the burden would not be great. Appropriate exemptions would be made from disclosure for contacts made for national security and potential prosecution. (Jody: "Good idea")

Approve ✓

Disapprove _____

2. Make Your Cabinet Secretaries Available for Question Periods Before a Full Session of the House and/or Senate

You have long talked about an adaptation of the British idea of Cabinet appearances for "question hours" before the House of Commons, by having your Secretaries available for such questions before the full Senate and/or House, on a regular basis. This might also cut down on the time they must spend before various Committees testifying, although a more open exposition of Administration policy is its chief, assured result. On the other hand it possibly could impose yet additional time on Capitol Hill by your Cabinet without a commensurate reduction on testimony before Congressional Committees. If you approve this, Frank Moore should check it with the leadership before anything is announced.

(Jody: "Depends on the reaction of the leadership. Let's not put them in a box.")

Approve _____

Disapprove _____

I approve, but neither Byrd nor O'Neill responded favorably.

3. Spot Check Agency Responsiveness to Public Questions/Complaints

You could suggest to agency heads that they develop a program whereby someone on their staff occasionally calls their own agencies to see how quickly the phone call is answered, how hard it is to reach the right person, how long it takes to get a question answered, whether the answer is correct, and how courteous the agency personnel are. For example, someone designated by the head of IRS might call IRS Service centers with questions about how to prepare income tax forms.

(Jody: "Not worth the time for the President.")

Approve _____

Disapprove _____

Actions that can be implemented within three months:

1. Protect Whistleblowers

You could direct agency heads to establish special offices to which employees may report in confidence evidence of corruption or mismanagement. You could meet with some of the well-known whistleblowers, such as Ernest Fitzgerald (Greg has already met with him), to dramatize your concern. Finally, you could ask the Civil Service Commission to determine steps which can be taken without legislation to protect such persons against retribution.

(Jody: "Maybe a good idea, but should be done carefully, probably handled within each agency. Could be very destructive of morale.")

Approve _____ Disapprove ✓

2. Broaden Agency Disclosure of Information

The Freedom of Information Act (FOIA) requires agencies to disclose information upon written request. The Act permits -- but does not require -- agencies to withhold information that falls within exemptions specified in the Act (e.g., inter-agency memoranda). Agencies are free to disclose information which falls within an exemption, but few agencies do so. You could direct Executive agencies to take advantage of the FOIA exemptions only when they find that disclosure would cause specific damage either to the agency or to the third party. (The Department of Defense currently follows this procedure.)

(Jody: no comments)

Approve ✓ Disapprove _____

3. Declassify 20-year Old Government Records

More than 800 million pages of materials classified 20 years ago or more are now controlled or retained by the National Archives. A staff of 100 professionals is conducting a line-by-line review for declassification. They are barely keeping up with the annual increase in backlog.

Many experts believe this material can safely be declassified in bulk (defined by age and/or subject matter), thereby signalling both your desire for openness and reducing the onerous burden of line-by-line declassification currently in progress. You could direct my staff and the National Security Council to identify which records are appropriate for declassification in bulk and declassify them. This procedure would not require any new staff and might allow a reduction in the group working at the Archives.

(Jody: "OK, if we are willing to pay the staff to do it.")

Approve ✓

Disapprove _____

4. Require Financial Disclosure
by High Executive Officials

You have already required financial disclosure by high executive officials. Bob Lipshutz' staff, in consultation with others, is developing a proposed Executive Order.

(Jody: No comment.)

Approve ✓

Disapprove _____

Action that can be implemented within six months:

1. Reform Security Classification System

You could create an internal task force to review the classification system and to propose new standards. Since extensive research has already been done by the Executive Branch, Congress, and private groups, the Review could be completed within six months without hiring additional staff.

(Jody: "OK if we have the people to do it.")

Approve ✓

Disapprove _____

THE WHITE HOUSE
WASHINGTON

2/7/77

Sta -

What can we
do without legisla-
tion to maximize
openness in govt,
(being practical)?

J

THE WHITE HOUSE

WASHINGTON

Date: March 11, 1977

MEMORANDUM

FOR ACTION:

The Vice President
Midge Costanza Jack Watson
Hamilton Jordan
Bob Lipshutz
Frank Moore
Jody Powell

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Stu Eizenstat memo 3/10/77 re Proposal on
Openness in Government (Prepared At Your
Request)

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 1:00 P.M.

DAY: Monday

DATE: March 14, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

Note: Let me know if you need more time to
study the attached or if you wish to
discuss at Senior Staff Meeting.

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required
material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE
WASHINGTON

| ACTION | FYI |
|--------|-----------|
| X | MONDALE |
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| | |
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NOTE TO
SR STAFF FROM
ME - LET ME KNOW
IF YOU NEED MORE
TIME TO STUDY THE
ATTACHED OR IF
YOU WISH TO DISCUSS
AT SR STAFF F
MTG. TCH H

| ACTION | FYI |
|--------|--------------|
| | ARAGON |
| | BOURNE |
| | BRZEZINSKI |
| | BUTLER |
| | CARP |
| | H. CARTER |
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| | LANCE |
| | LINDER |
| | MITCHELL |
| | POSTON |
| | PRESS |
| | B. RAINWATER |
| | SCHLESINGER |
| | SCHNEIDERS |
| | SCHULTZE |
| | SIEGEL |
| | SMITH |
| | WELLS |
| | VOORDE |

THE WHITE HOUSE

WASHINGTON

March 10, 1977

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Approve _____

Disapprove _____

2. Make Your Cabinet Secretaries Available for Question Periods Before a Full Session of the House and/or Senate

You have long talked about an adaptation of the British idea of Cabinet appearances for "question hours" before the House of Commons, by having your Secretaries available for such questions before the full Senate and/or House, on a regular basis. This might also cut down on the time they must spend before various Committees testifying, although a more open exposition of Administration policy is its chief, assured result. On the other hand it possibly could impose yet additional time on Capitol Hill by your Cabinet without a commensurate reduction on testimony before Congressional Committees. If you approve this, Frank Moore should check it with the leadership before anything is announced.

(Jody: "Depends on the reaction of the leadership. Let's not put them in a box.")

Approve _____

Disapprove _____

3. Spot Check Agency Responsiveness to Public Questions/Complaints

You could suggest to agency heads that they develop a program whereby someone on their staff occasionally calls their own agencies to see how quickly the phone call is answered, how hard it is to reach the right person, how long it takes to get a question answered, whether the answer is correct, and how courteous the agency personnel are. For example, someone designated by the head of IRS might call IRS Service centers with questions about how to prepare income tax forms.

(Jody: "Not worth the time for the President.")

Approve _____

Disapprove _____

Actions that can be implemented within three months:

1. Protect Whistleblowers

You could direct agency heads to establish special offices to which employees may report in confidence evidence of corruption or mismanagement. You could meet with some of the well-known whistleblowers, such as Ernest Fitzgerald (Greg has already met with him), to dramatize your concern. Finally, you could ask the Civil Service Commission to determine steps which can be taken without legislation to protect such persons against retribution.

(Jody: "Maybe a good idea, but should be done carefully, probably handled within each agency. Could be very destructive of morale.")

Approve _____ Disapprove _____

2. Broaden Agency Disclosure of Information

The Freedom of Information Act (FOIA) requires agencies to disclose information upon written request. The Act permits -- but does not require -- agencies to withhold information that falls within exemptions specified in the Act (e.g., inter-agency memoranda). Agencies are free to disclose information which falls within an exemption, but few agencies do so. You could direct Executive agencies to take advantage of the FOIA exemptions only when they find that disclosure would cause specific damage either to the agency or to the third party. (The Department of Defense currently follows this procedure.)

(Jody: no comments)

Approve _____ Disapprove _____

3. Declassify 20-year Old Government Records

More than 800 million pages of materials classified 20 years ago or more are now controlled or retained by the National Archives. A staff of 100 professionals is conducting a line-by-line review for declassification. They are barely keeping up with the annual increase in backlog.

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(Jody: "OK, if we are willing to pay the staff to do it.")

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(Jody: No comment.)

Approve _____

Disapprove _____

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(Jody: "OK if we have the people to do it.")

Approve _____

Disapprove _____

MEMORANDUM

Date: March 11, 1977

FOR ACTION:

The Vice President
 Midge Costanza Jack Watson
 Hamilton Jordan
 Bob Lipshutz ✓
 Frank Moore
 Jody Powell

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Stu Eizenstat memo 3/10/77 re Proposal on
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TIME: 1:00 P.M.

DAY: Monday

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ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☒ I concur.☐ No comment.

Please note other comments below:

Note: Let me know if you need more time to
 study the attached or if you wish to
 discuss at Senior Staff Meeting.

page 3

#2. FOIA. After dealing with this area
 w/agencies - I believe it important to adapt
 DOO's practice and make that practice
 (and philosophy) clear to all agencies

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required
 material, please telephone the Staff Secretary immediately. (Telephone, 7052)

~~RH 3:25~~

MEMORANDUM

Date: March 11, 1977

FOR ACTION:

The Vice President
Midge Costanza Jack Watson
Hamilton Jordan
Bob Lipshutz
Frank Moore
Jody Powell

FOR INFORMATION:

977 MAR 11 PM 3 22

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March 10, 1977

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(Jody: no comments)

Approve _____ Disapprove _____

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(Jody: "OK, if we are willing to pay the staff to do it.")

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by High Executive Officials

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(Jody: "OK if we have the people to do it.")

Approve _____ Disapprove _____

THE WHITE HOUSE
WASHINGTON

March 16, 1977

Stu Eizenstat -

The attached letter has been sent
Lamar Plunkett. This copy is
sent to you for appropriate action.

Rick Hutcheson

cc: Tim Kraft

Re: Imports of Men's Suits

X

3-16-77

To Lamar Plunkett

Thank you for your
letter.

I'm asking Stu Eizenstat
to discuss this with Bob
Strauss to determine what
should be done.

Come to see me when you're
up this way.

Jimmy

cc: Stu

✓

THE WHITE HOUSE
WASHINGTON

March 16, 1977

Stu Eizenstat -

Confirming telephone call to your
office, the attached letter
has been sent to Mr. Meany.
This copy is for your information.

Rick Hutcheson

cc: Landon Butler

Re: Impact of Imports on the
Non-rubber footwear Industry

X
6

THE WHITE HOUSE

WASHINGTON

March 16, 1977

To George Meany

I very much appreciate receiving your letter of February 14, 1977, in which you express your views with respect to the impact of imports on the non-rubber footwear industry and its workers.

I am aware of the very critical employment situation in the domestic non-rubber footwear and related industries, and that this situation may be, in some measure, attributable to the continued rise of imports. Let me take this opportunity to tell you that I share the concern which you and other union and industry representatives have expressed regarding this matter.

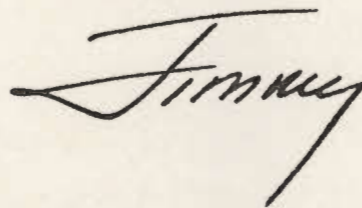
As you probably know, the International Trade Commission's report in this matter is currently under review within the Executive Branch, and I expect to receive advice and recommendations from the Executive Branch agencies in the near future. When all the facts of the situation have been received, I will determine what action will best serve the national economic interest. The deadline for this determination is April 9, as you are aware.

-2-

Let me assure you, however, that before reaching my final decision I will give close attention to the proposal which you outline in your letter.

Again, thank you very much for sharing your views and suggestions for a solution to a very important issue.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jimmy", with a long, sweeping underline.

Mr. George Meany
President
American Federation of
Labor and Congress of
Industrial Organizations
815 16th Street, NW.
Washington, D.C. 20006

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE
WASHINGTON

FOR YOUR INFORMATION

March 16, 1977

MEMORANDUM FOR: THE PRESIDENT
FROM: ZBIGNIEW BRZEZINSKI *JB*
SUBJECT: US-UK Bilateral Aviation Negotiations

Acting Secretary of State Christopher has sent you a short memorandum concerning the US-UK bilateral aviation negotiations (Tab A). This was prepared in response to your note on a memo from Brock Adams in which you expressed a preference for the concept of free competition on international aviation routes.

*Will try to
find an acceptable compromise
with the UK.
JC*

THE PRESIDENT HAS SIGNED

THE WHITE HOUSE
WASHINGTON~~CONFIDENTIAL~~MEETING WITH IRISH FOREIGN MINISTER GARRET
FITZGERALD AND IRISH AMBASSADOR JOHN MOLLOY

Wednesday, March 16, 1977

2:00 p.m.

The Oval Office

From: Zbigniew Brzezinski

23.

I. PURPOSE

The meeting will include the traditional "presentation of the Shamrocks."

The real purpose is to stress to you the problems of violence in Northern Ireland, and the moral and financial support of U.S. groups for extremists there.

II. BACKGROUND, PARTICIPANTS & PRESS ARRANGEMENTS

- A. Background. The Foreign Minister is interested in having a statement by you on this subject. We think that is not necessary since Secretary Vance and Foreign Minister FitzGerald are issuing one.
- B. Participants. Irish Foreign Minister Garret FitzGerald, Secretary of the Irish Foreign Ministry Robert McDonagh, Irish Ambassador John Molloy, the Vice President, Assistant to the President for National Security Affairs Zbigniew Brzezinski, and an NSC staff member.
- C. Press Arrangements. You could say that you prefer not to issue statements after meetings because of the precedent. Also, four legislators are now planning to issue a strong statement tomorrow on this question, deploring the violence and trying to discourage support for it by Irish Americans: Governor Carey, Tip O'Neill, and Senators Kennedy and Moynihan.

~~CONFIDENTIAL~~ (GDS)

Jury 6/29/89

III. TALKING POINTS

The State Department brief with good talking points and biographies is at Tab A.

(NOTE: The Foreign Minister is in very poor health, but has made this trip because of his deep concern over all the fuss in the Irish press over access to U.S. Government officials by Irish-American groups that support the Provisional IRA.)

THE WHITE HOUSE
WASHINGTON

March 16, 1977

Hamilton Jordan -

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

cc: Jim King

Re: Federal Mediation &
Conciliation Service
Wayne L. Horvitz

THE WHITE HOUSE
WASHINGTON

| ACTION | FYI |
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| | MONDALE |
| | COSTANZA |
| | EIZENSTAT |
| X | JORDAN |
| | LIPSHUTZ |
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| | FOR STAFFING |
| | FOR INFORMATION |
| X | FROM PRESIDENT'S OUTBOX |
| | LOG IN/TO PRESIDENT TODAY |
| | IMMEDIATE TURNAROUND |

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| | ENROLLED BILL |
| | AGENCY BILL |
| | Staffing comments should go to Bert Carp within 48 hours; due from Carp to Staff Secretary next day. |

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| | CAB DECISION |
| | EXECUTIVE ORDER |
| | Staffing comments should go to Doug Huron within 48 hours; due from Huron to Staff Secretary next day. |

| ACTION | FYI |
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| | ARAGON |
| | BOURNE |
| | BRZEZINSKI |
| | BUTLER |
| | CARP |
| | H. CARTER |
| | CLOUGH |
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| | FIRST LADY |
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| | B. RAINWATER |
| | SCHLESINGER |
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| | SIEGEL |
| | SMITH |
| | WELLS |
| | VOORDE |

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE
WASHINGTON

*To Ham
J*

March 15, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN
SUBJECT: FEDERAL MEDIATION AND
CONCILIATION SERVICE

Attached is a letter from Ray Marshall recommending Wayne L. Horvitz of Washington, D. C. for appointment as the new Director of the Federal Mediation and Conciliation Service (FMCS).

This has been checked with Steve Schlossberg and Al Barkan, and they both strongly approve. In view of Ray's request that this position be filled quickly and the fact that the appropriate Congressional checks have been made by Ray's staff, I recommend you approve this appointment.

APPROVE _____ ✓

DISAPPROVE _____

OTHER _____

J.C.

Electrostatic Copy Made
for Preservation Purposes

"ACTION"

U. S. DEPARTMENT OF LABOR

OFFICE OF THE SECRETARY

WASHINGTON

March 9, 1977

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

The purpose of this letter is to share my views with you regarding the appointment of a new Director of the Federal Mediation and Conciliation Service (FMCS). In view of the significant number of important labor contracts that will expire this year I feel it is important to provide FMCS, as soon as possible, with new, strong, and innovative leadership.

I would like to recommend to you for this appointment Mr. Wayne L. Horvitz of Washington, D.C. A copy of Mr. Horvitz's resume is enclosed. He has an excellent background for becoming Director of FMCS. His experience in labor-management relations is extensive and varied. I have been especially impressed with his innovative performance as Chairman of the Joint Labor Management Committee of the Retail Food Industry.

My staff has discussed the possible appointment of Mr. Horvitz with interested members of Congress and the AFL-CIO. Both groups are agreeable.

Your favorable consideration of my recommendation would be appreciated. Please let me know if I can provide any additional information.

Sincerely,



Secretary of Labor

Enclosure

WAYNE L. HORVITZ
1776 F Street, N.W.
Washington, D.C. 20006
(202) 331-0950

BORN: October 8, 1920 - Chicago, Illinois

EDUCATION: 1942, B.A. Bard College, Columbia University
1953, M.S. Massachusetts Institute of Technology
Alfred P. Sloan Fellow

EXPERIENCE:

- 1947 - 57 General Cable Corporation, New York City - Associate Director of Personnel and Labor Relations. Responsible for direction of all industrial relations activity in six plants. Primary emphasis on collective bargaining, grievance processing and representation of company in arbitration hearings.
- 1957 - 60 Assistant Professor, Arizona State University; partner, Western Management Consultants; Labor/Management Arbitrator, Phoenix, Arizona. In addition to teaching in the undergraduate and graduate schools, was founding partner of a consulting firm specializing in economics, marketing and management in the southwest and far western United States.
- 1960 - 67 Vice President, Industrial Relations, Matson Navigation Company, San Francisco. Had full responsibility for all industrial relations activities including relationship with all offshore and longshore labor in U.S. and foreign countries.
- 1967 - 69 Vice President, Matson Navigation Company, Washington, D.C. Responsible for all Government liaison including regulatory agencies and the Executive Branch. Legislative liaison with Congress, particularly with the House Merchant Marine Committee, House Interstate and Foreign Commerce Committee and Senate Commerce Committee.
- 1969 - 74 Independent arbitrator, mediator and consultant on legislation, labor and public affairs, Washington, D.C. During this period (1973-74) served as Public member, Vice Chairman, Chairman - Food Industry Tri-partite Wage and Salary Committee, Cost of Living Council.
- 1974-present Chairman, Joint Labor Management Committee of the Retail Food Industry; member of National Commission on Productivity and the Quality of Working Life, Washington, D. C.

ADDRESS TO THE UNITED NATIONS I
NEW YORK CITY
MARCH 16, 1977

THE PRESIDENT HAS SEEN.

Clinton

I AM PROUD TO BE WITH YOU TONIGHT
IN THIS HOUSE WHERE THE SHARED HOPES
THE WORLD
OF ~~MANKIND~~ CAN FIND A VOICE.

I HAVE COME HERE TO EXPRESS MY
OWN SUPPORT, AND THE CONTINUING SUPPORT
OF MY COUNTRY, FOR THE IDEALS OF THE
UNITED NATIONS.

WE ARE PROUD THAT, FOR THE 32
YEARS SINCE ITS CREATION, THE UNITED

NATIONS HAVE MET ON AMERICAN SOIL.
AND WE SHARE WITH YOU THE COMMITMENTS
TO FREEDOM, SELF-GOVERNMENT, HUMAN
DIGNITY, MUTUAL TOLERATION, AND
PEACEFUL RESOLUTION OF DISPUTES --
WHICH THE FOUNDING PRINCIPLES OF THE
UNITED NATIONS AND SECRETARY GENERAL
KURT WALDHEIM SO WELL REPRESENT.

NO ONE NATION CAN BY ITSELF BUILD
A WORLD WHICH REFLECTS THESE VALUES.
BUT THE UNITED STATES HAS A RESERVOIR
OF STRENGTH -- ECONOMIC STRENGTH,
WHICH WE ARE WILLING TO SHARE; MILITARY
STRENGTH, WHICH WE HOPE NEVER AGAIN
TO HAVE TO USE; AND THE STRENGTH OF

IDEALS, WHICH WE ARE DETERMINED FULLY TO MAINTAIN AS THE BACKBONE OF OUR FOREIGN POLICY.

IT IS NOW EIGHT WEEKS SINCE I BECAME PRESIDENT. I HAVE BROUGHT TO OFFICE A FIRM COMMITMENT TO A MORE OPEN FOREIGN POLICY. I BELIEVE THAT THE AMERICAN PEOPLE EXPECT ME TO SPEAK FRANKLY ABOUT THE POLICIES WE INTEND TO PURSUE AND IT IS IN THAT SPIRIT THAT I SPEAK TO YOU TONIGHT ABOUT OUR HOPES FOR THE FUTURE.

I SEE A HOPEFUL WORLD, A WORLD DOMINATED BY INCREASING DEMANDS FOR BASIC FREEDOMS, FOR FUNDAMENTAL RIGHTS,

FOR HIGHER STANDARDS OF HUMAN EXISTENCE.
WE ARE EAGER TO TAKE PART IN THE SHAPING
OF THIS WORLD.

BUT IN SEEKING SUCH A BETTER WORLD,
WE ARE NOT BLIND TO THE REALITY OF
DISAGREEMENT, NOR TO THE PERSISTING
DANGERS THAT CONFRONT US. EVERY
HEADLINE REMINDS US OF BITTER DIVISIONS,
OF NATIONAL HOSTILITIES, OF TERRITORIAL
CONFLICTS, OF IDEOLOGICAL COMPETITION.
IN THE MIDDLE EAST, PEACE IS A QUARTER
OF A CENTURY OVERDUE. A GATHERING
RACIAL CONFLICT THREATENS SOUTHERN
AFRICA; NEW TENSIONS ARE RISING IN
THE HORN OF AFRICA; DISPUTES IN THE
EASTERN MEDITERRANEAN REMAIN TO BE
RESOLVED.

PERHAPS EVEN MORE OMINOUS IS THE STAGGERING ARMS RACE. THE SOVIET UNION AND THE UNITED STATES HAVE ACCUMULATED THOUSANDS OF NUCLEAR WEAPONS. OUR TWO NATIONS HAVE ALMOST FIVE TIMES AS MANY MISSILE WARHEADS TODAY AS WE HAD EIGHT YEARS AGO. YET WE ARE NOT FIVE TIMES MORE SECURE! ON THE CONTRARY, THE ARMS RACE HAS ONLY INCREASED THE RISK OF CONFLICT.

WE CAN ONLY IMPROVE THIS WORLD IF WE ARE REALISTIC ABOUT ITS COMPLEXITIES. THE DISAGREEMENTS WE FACE ARE DEEPLY ROOTED, AND THEY OFTEN RAISE DIFFICULT

PHILOSOPHICAL AS WELL AS ^{PRACTICAL} ~~TERRITORIAL~~
ISSUES. THEY WILL NOT BE SOLVED
EASILY OR QUICKLY. THE ARMS RACE IS
NOW EMBEDDED IN THE FABRIC OF INTER-
NATIONAL AFFAIRS AND CAN ONLY BE
CONTAINED WITH THE GREATEST OF DIFFICULTY.
POVERTY AND INEQUALITY ARE OF SUCH
MONUMENTAL SCOPE THAT IT WILL TAKE
DECADES OF DELIBERATE AND DETERMINED
EFFORT EVEN TO IMPROVE THE SITUATION.

I STRESS THESE DANGERS AND THESE
DIFFICULTIES BECAUSE I WANT ALL OF US
TO DEDICATE OURSELVES TO A PROLONGED
AND PERSISTENT EFFORT DESIGNED:

- TO MAINTAIN PEACE AND TO
REDUCE THE ARMS RACE;
- TO HELP BUILD A BETTER AND
MORE COOPERATIVE INTERNATIONAL
ECONOMIC SYSTEM;
- TO WORK WITH POTENTIAL ADVERSARIES
AS WELL AS WITH OUR FRIENDS
TO ADVANCE THE CAUSE OF HUMAN
RIGHTS.

.

IN SEEKING THESE GOALS, I RECOGNIZE
THAT THE UNITED STATES CANNOT SOLVE THE

PROBLEMS OF THE WORLD. WE CAN SOMETIMES
HELP OTHERS RESOLVE THEIR DIFFERENCES,
BUT WE CANNOT DO SO BY IMPOSING OUR
OWN PARTICULAR SOLUTIONS.

IN THE COMING MONTHS, THERE IS
IMPORTANT WORK FOR ALL OF US IN ADVANCING
INTERNATIONAL COOPERATION AND ECONOMIC
PROGRESS IN THE CAUSE OF PEACE:

-- LATER THIS SPRING, THE LEADERS
OF SEVERAL INDUSTRIAL NATIONS OF EUROPE, —
NORTH AMERICA AND JAPAN WILL CONFER AT
A SUMMIT MEETING IN LONDON ON A BROAD
RANGE OF ISSUES. WE MUST PROMOTE THE
HEALTH OF OUR INDUSTRIAL ECONOMIES,
SEEK TO RESTRAIN INFLATION AND BEGIN

TO FIND WAYS OF MANAGING OUR DOMESTIC ECONOMIES FOR THE BENEFIT OF THE GLOBAL ECONOMY.

-- WE MUST MOVE FORWARD WITH THE MULTILATERAL TRADE NEGOTIATIONS IN GENEVA.

-- THE UNITED STATES WILL SUPPORT THE EFFORTS OF OUR FRIENDS TO STRENGTHEN DEMOCRATIC INSTITUTIONS IN EUROPE, PARTICULARLY IN PORTUGAL AND SPAIN.

-- WE WILL WORK CLOSELY WITH OUR EUROPEAN FRIENDS ON THE FORTHCOMING REVIEW CONFERENCE ON SECURITY AND

COOPERATION IN EUROPE. WE WANT TO MAKE CERTAIN THAT ALL PROVISIONS OF THE HELSINKI AGREEMENT ARE FULLY IMPLEMENTED AND THAT PROGRESS IS MADE TO FURTHER EAST-WEST COOPERATION.

-- IN THE MIDDLE EAST, WE ARE DOING OUR BEST TO CLARIFY AREAS OF AGREEMENT, TO SURFACE UNDERLYING CONSENSUS, AND TO DEVELOP MUTUALLY ACCEPTABLE PRINCIPLES WHICH CAN FORM A FLEXIBLE FRAMEWORK FOR A JUST AND PERMANENT SETTLEMENT.

-- IN SOUTHERN AFRICA, WE WILL WORK TO HELP ATTAIN MAJORITY RULE

THROUGH PEACEFUL MEANS. WE BELIEVE THAT SUCH FUNDAMENTAL TRANSFORMATION CAN BE ACHIEVED, TO THE ADVANTAGE OF BOTH THE BLACK ~~MAJORITY~~ AND THE WHITES. ~~MINORITY~~. ANYTHING LESS THAN THAT MAY BRING A PROTRACTED RACIAL WAR, WITH DEVASTATING CONSEQUENCES FOR ALL. THIS WEEK THE GOVERNMENT OF THE UNITED STATES TOOK ACTION TO BRING OUR COUNTRY INTO FULL COMPLIANCE WITH UNITED NATIONS SANCTIONS AGAINST THE ILLEGAL REGIME IN RHODESIA.

-- WE WILL PUT OUR RELATIONS WITH LATIN AMERICA ON A MORE CONSTRUCTIVE FOOTING, RECOGNIZING THE GLOBAL CHARACTER

OF THE REGION'S PROBLEMS. WE ARE ALSO WORKING TO RESOLVE IN AMICABLE NEGOTIATIONS THE FUTURE OF THE PANAMA CANAL.

-- WE WILL CONTINUE OUR EFFORTS TO DEVELOP FURTHER OUR RELATIONSHIP WITH THE PEOPLE'S REPUBLIC OF CHINA. WE RECOGNIZE OUR PARALLEL STRATEGIC INTERESTS IN MAINTAINING STABILITY IN ASIA AND WILL ACT IN THE SPIRIT OF THE SHANGHAI COMMUNIQUE.

-- IN SOUTHEAST ASIA AND THE PACIFIC WE WILL STRENGTHEN OUR ASSOCIATION WITH OUR TRADITIONAL FRIENDS, AND SEEK TO IMPROVE RELATIONS WITH OUR FORMER ADVERSARIES.

-- THROUGHOUT THE WORLD, WE ARE
READY TO NORMALIZE OUR RELATIONS AND
TO SEEK RECONCILIATION WITH ALL STATES
WHICH ARE READY TO WORK WITH US IN
PROMOTING GLOBAL PROGRESS.

.

ABOVE ALL, THE SEARCH FOR PEACE
REQUIRES A MUCH MORE DELIBERATE EFFORT
TO CONTAIN THE GLOBAL ARMS RACE. LET
ME SPEAK IN THIS CONTEXT FIRST OF THE
U. S.-SOVIET RELATIONSHIP, AND THEN
OF THE WIDER NEED TO CONTAIN THE
PROLIFERATION OF ARMS THROUGHOUT THE
^{WORLD}
~~GLOBAL~~ COMMUNITY.

I INTEND TO PURSUE THE STRATEGIC
ARMS LIMITATION TALKS BETWEEN THE ^{UN}
UNITED STATES AND THE SOVIET UNION

WITH DETERMINATION AND WITH ENERGY.

SALT IS EXTRAORDINARILY COMPLICATED. BUT THE BASIC FACT IS THAT WHILE THE NEGOTIATIONS REMAIN DEADLOCKED THE ARMS RACE GOES ON, THE SECURITY OF BOTH COUNTRIES AND THE ENTIRE WORLD IS THREATENED. MY PREFERENCE WOULD BE FOR STRICT CONTROLS OR EVEN A FREEZE ON NEW TYPES AND NEW GENERATIONS OF WEAPONRY, WITH A DEEP REDUCTION IN THE STRATEGIC ARMS OF BOTH SIDES. SUCH A MAJOR STEP TOWARDS NOT ONLY ARMS LIMITATIONS BUT ARMS REDUCTIONS WOULD BE WELCOMED BY ^{THE WORLD} ~~MANKIND~~ AS A GIANT STEP TOWARDS PEACE.

ALTERNATIVELY, AND PERHAPS MORE EASILY, WE COULD CONCLUDE A MORE LIMITED AGREEMENT BASED ON THOSE ELEMENTS OF THE VLADIVOSTOK ACCORD ON WHICH WE CAN FIND CONSENSUS, AND SET ASIDE FOR PROMPT CONSIDERATION AND SUBSEQUENT NEGOTIATIONS THE MORE CONTENTIOUS ISSUES AND ALSO THE DEEPER REDUCTIONS THAT I FAVOR.

WE WILL ALSO EXPLORE THE POSSIBILITY OF A TOTAL CESSATION OF NUCLEAR TESTING. WHILE OUR ULTIMATE GOAL IS FOR ALL NUCLEAR POWERS TO END TESTING, WE DO NOT REGARD THIS AS A PREREQUISITE FOR SUSPENSION OF TESTS BY THE TWO

PRINCIPAL NUCLEAR POWERS. WE SHOULD, HOWEVER, ALSO PURSUE A BROAD AND PERMANENT MULTILATERAL AGREEMENT ON THIS ISSUE.

WE WILL ALSO SEEK TO ESTABLISH SOVIET WILLINGNESS TO REACH AGREEMENT WITH US ON MUTUAL MILITARY RESTRAINT IN THE INDIAN OCEAN, AS WELL AS ON SUCH MATTERS AS ARMS EXPORTS TO TROUBLED AREAS OF THE WORLD.

IN PROPOSING SUCH ACCOMMODATIONS I REMAIN FULLY AWARE THAT AMERICAN-SOVIET RELATIONS WILL CONTINUE TO BE

HIGHLY COMPETITIVE -- BUT I BELIEVE
THAT OUR COMPETITION MUST BE BALANCED
BY COOPERATION IN PRESERVING PEACE,
AND THUS OUR MUTUAL SURVIVAL. I WILL
SEEK SUCH COOPERATION EARNESTLY AND
SINCERELY.

HOWEVER, THE EFFORT TO CONTAIN
THE ARMS RACE IS NOT A MATTER JUST
FOR THE UNITED STATES AND THE SOVIET
UNION ALONE. THERE MUST BE A WIDER
EFFORT TO REDUCE THE FLOW OF WEAPONS
TO ALL THE TROUBLED SPOTS OF THIS
GLOBE. ACCORDINGLY, WE WILL TRY TO
REACH BROADER AGREEMENTS AMONG PRODUCER
AND CONSUMER NATIONS TO LIMIT THE

EXPORT OF CONVENTIONAL ARMS, AND WE WILL TAKE INITIATIVES OF OUR OWN SINCE THE UNITED STATES HAS BECOME ONE OF THE MAJOR ARMS SUPPLIERS OF THE WORLD.

WE ARE DEEPLY COMMITTED TO HALTING THE PROLIFERATION OF NUCLEAR WEAPONS. WE WILL UNDERTAKE A NEW EFFORT TO REACH MULTILATERAL AGREEMENTS DESIGNED TO PROVIDE LEGITIMATE SUPPLIES OF NUCLEAR FUELS WHILE CONTROLLING POISONOUS AND DANGEROUS ATOMIC WASTES.

WORKING WITH OTHER NATIONS REPRESENTED HERE, WE HOPE THUS TO ADVANCE

THE CAUSE OF PEACE. WE WILL MAKE A STRONG AND POSITIVE CONTRIBUTION TO THE UPCOMING SPECIAL SESSION ON DISARMAMENT.

.

BUT THE SEARCH FOR PEACE ALSO MEANS THE SEARCH FOR JUSTICE. ONE OF THE GREATEST CHALLENGES BEFORE US AS A NATION, AND THEREFORE ONE OF OUR GREATEST OPPORTUNITIES, IS TO PARTICIPATE IN MOLDING A GLOBAL ECONOMIC SYSTEM WHICH WILL BRING GREATER PROSPERITY TO THE PEOPLE OF ALL COUNTRIES.

I COME FROM A PART OF THE UNITED STATES WHICH IS LARGELY AGRARIAN AND

WHICH FOR MANY YEARS DID NOT HAVE THE ADVANTAGES OF ADEQUATE TRANSPORTATION, CAPITAL, MANAGEMENT SKILLS, EDUCATION -- WHICH WERE AVAILABLE IN THE INDUSTRIAL STATES OF OUR COUNTRY. SO I CAN SYMPATHIZE WITH THE LEADERS OF THE DEVELOPING NATIONS, AND I WANT THEM TO KNOW THAT WE WILL DO OUR PART.

TO THIS END, THE UNITED STATES WILL BE ADVANCING PROPOSALS AIMED AT MEETING THE BASIC HUMAN NEEDS OF THE DEVELOPING WORLD AND HELPING THEM TO INCREASE THEIR PRODUCTIVE CAPACITY. I HAVE ASKED CONGRESS TO PROVIDE SEVEN AND ONE-HALF BILLION DOLLARS

OF FOREIGN ASSISTANCE IN THE COMING YEAR, AND I WILL WORK TO ENSURE SUSTAINED AMERICAN ASSISTANCE AS THE PROCESS OF GLOBAL ECONOMIC DEVELOPMENT CONTINUES.

I AM ALSO URGING THE CONGRESS TO INCREASE OUR CONTRIBUTIONS TO THE UNITED NATIONS DEVELOPMENT PROGRAM AND MEET IN FULL OUR PLEDGES TO MULTILATERAL LENDING INSTITUTIONS -- ESPECIALLY THE INTERNATIONAL DEVELOPMENT ASSOCIATION OF THE WORLD BANK.

WE REMAIN COMMITTED TO AN OPEN INTERNATIONAL TRADING SYSTEM, ONE WHICH DOES NOT IGNORE DOMESTIC CONCERNS

IN THE UNITED STATES. WE HAVE EXTENDED DUTY-FREE TREATMENT TO MANY PRODUCTS FROM THE DEVELOPING COUNTRIES. IN THE MULTILATERAL TRADE NEGOTIATIONS IN GENEVA WE HAVE OFFERED SUBSTANTIAL TRADE CONCESSIONS ON GOODS OF PRIMARY INTEREST TO DEVELOPING COUNTRIES. [IN ACCORDANCE WITH THE TOKYO DECLARATION, WE ARE ALSO EXAMINING WAYS TO PROVIDE ADDITIONAL CONSIDERATION FOR THE SPECIAL NEEDS OF DEVELOPING COUNTRIES.]

THE UNITED STATES IS WILLING TO CONSIDER, WITH A POSITIVE AND OPEN ATTITUDE, THE NEGOTIATIONS OF AGREEMENTS TO STABILIZE COMMODITY PRICES, INCLUDING

THE ESTABLISHMENT OF A COMMON FUNDING ARRANGEMENT FOR FINANCING BUFFER STOCKS WHERE THEY ARE A PART OF INDIVIDUAL, NEGOTIATED AGREEMENTS.

I ALSO BELIEVE THAT THE DEVELOPING COUNTRIES MUST ACQUIRE FULLER PARTICIPATION IN THE GLOBAL ECONOMIC DECISION-MAKING PROCESS. SOME PROGRESS HAS BEEN MADE IN THIS REGARD BY EXPANDING PARTICIPATION OF DEVELOPING COUNTRIES IN THE INTERNATIONAL MONETARY FUND.

WE MUST USE OUR COLLECTIVE NATURAL RESOURCES WISELY AND CONSTRUCTIVELY. TODAY OUR OCEANS ARE BEING PLUNDERED

AND DEFILED. WITH A RENEWED SPIRIT OF COOPERATION AND HOPE WE JOIN IN THE CONFERENCE ON THE LAW OF THE SEA IN ORDER TO CORRECT THE MISTAKES OF PAST GENERATIONS AND TO INSURE THAT ALL NATIONS CAN SHARE THE BOUNTIES OF THE ETERNAL SEAS.

WE MUST ALSO RECOGNIZE THAT THE WORLD IS FACING SERIOUS SHORTAGES OF ENERGY. THIS IS A TRULY GLOBAL PROBLEM. FOR OUR PART, WE ARE DETERMINED TO REDUCE WASTE AND TO WORK WITH OTHERS TOWARDS A PROPER SHARING OF THE BENEFITS AND COSTS OF ENERGY RESOURCES.

.

THE SEARCH FOR PEACE AND JUSTICE
MEANS ALSO RESPECT FOR HUMAN DIGNITY.
ALL THE SIGNATORIES OF THE U. N. CHARTER
HAVE PLEDGED THEMSELVES TO OBSERVE AND
RESPECT BASIC HUMAN RIGHTS. THUS, NO
MEMBER OF THE UNITED NATIONS CAN CLAIM
THAT MISTREATMENT OF ITS CITIZENS IS
SOLELY ITS OWN BUSINESS. EQUALLY,
NO MEMBER CAN AVOID ITS RESPONSIBILITIES
TO REVIEW AND TO SPEAK WHEN TORTURE OR
UNWARRANTED DEPRIVATION OF FREEDOM
OCCURS IN ANY PART OF THE WORLD.

THE BASIC THRUST OF HUMAN AFFAIRS
POINTS TOWARD A MORE UNIVERSAL DEMAND
FOR FUNDAMENTAL HUMAN RIGHTS. THE

UNITED STATES HAS A HISTORICAL BIRTHRIGHT
TO BE ASSOCIATED WITH THIS PROCESS.

WE IN THE UNITED STATES ACCEPT
THIS RESPONSIBILITY IN THE FULLEST
AND MOST CONSTRUCTIVE SENSE. OURS
IS A COMMITMENT, NOT JUST A POLITICAL
POSTURE. I KNOW PERHAPS AS WELL AS
ANYONE THAT OUR IDEALS IN THE AREA
OF HUMAN RIGHTS HAVE NOT ALWAYS BEEN
ATTAINED IN THE UNITED STATES, BUT
THE AMERICAN PEOPLE HAVE AN ABIDING
COMMITMENT TO THE FULL REALIZATION
OF THESE IDEALS. WE ARE DETERMINED,
THEREFORE, TO DEAL WITH OUR DEFICIENCIES
QUICKLY AND OPENLY.

TO DEMONSTRATE THIS COMMITMENT
I WILL SEEK CONGRESSIONAL APPROVAL
AND SIGN THE U. N. COVENANTS ON
ECONOMIC, SOCIAL AND CULTURAL RIGHTS,
AND THE COVENANT ON CIVIL AND POLITICAL
RIGHTS. I WILL WORK CLOSELY WITH OUR
CONGRESS IN SEEKING ITS SUPPORT TO
RATIFY NOT ONLY THESE TWO INSTRUMENTS,
BUT THE UNITED NATIONS GENOCIDE
CONVENTION, AND THE TREATY FOR THE
ELIMINATION OF ALL FORMS OF RACIAL
DISCRIMINATION AS WELL. I HAVE JUST
REMOVED THE LAST REMAINING RESTRICTIONS
TO AMERICAN TRAVEL ABROAD, AND WILL
MOVE TO LIBERALIZE TRAVEL OPPORTUNITIES
TO AMERICA.

THE UNITED NATIONS IS THE GLOBAL FORUM DEDICATED TO THE PEACE AND WELL-BEING OF EVERY INDIVIDUAL -- NO MATTER HOW WEAK OR HOW POOR. BUT WE HAVE ALLOWED ITS HUMAN RIGHTS MACHINERY TO BE IGNORED AND SOMETIMES POLITICIZED. THERE IS MUCH THAT CAN BE DONE TO STRENGTHEN IT.

THE HUMAN RIGHTS COMMISSION SHOULD BE PREPARED TO MEET MORE OFTEN. AND ALL NATIONS SHOULD BE PREPARED TO OFFER IT THEIR FULLEST COOPERATION -- TO WELCOME ITS INVESTIGATIONS, TO WORK WITH ITS OFFICIALS, TO ACT ON ITS REPORTS.

I WOULD LIKE TO SEE THE ENTIRE U. N. HUMAN RIGHTS DIVISION MOVED BACK HERE TO THE CENTRAL HEADQUARTERS WHERE ITS ACTIVITIES WILL BE IN THE FOREFRONT OF OUR ATTENTION, AND WHERE THE ATTENTION OF THE PRESS CORPS CAN STIMULATE US TO DEAL HONESTLY WITH THIS SENSITIVE ISSUE. THE PROPOSAL MADE 12 YEARS AGO BY THE GOVERNMENT OF COSTA RICA -- TO ESTABLISH A U. N. HIGH COMMISSIONER FOR HUMAN RIGHTS -- ALSO DESERVES OUR RENEWED ATTENTION AND SUPPORT.

STRENGTHENED INTERNATIONAL MACHINERY WILL HELP US ALL TO CLOSE THE GAP BETWEEN PROMISE AND PERFORMANCE IN PROTECTING HUMAN RIGHTS. WHEN GROSS OR WIDESPREAD

VIOLATION TAKES PLACE -- CONTRARY TO INTERNATIONAL COMMITMENTS -- IT IS THE CONCERN OF ALL. THE SOLEMN COMMITMENTS OF THE U. N. CHARTER, OF THE U. N.'S UNIVERSAL DECLARATION OF HUMAN RIGHTS, OF THE HELSINKI ACCORDS, AND OF MANY OTHER INTERNATIONAL INSTRUMENTS MUST BE TAKEN JUST AS SERIOUSLY AS COMMERCIAL OR SECURITY AGREEMENTS.

THIS ISSUE IS IMPORTANT BY ITSELF. IT SHOULD NOT BLOCK PROGRESS ON OTHER IMPORTANT MATTERS AFFECTING THE SECURITY AND WELL-BEING OF OUR PEOPLE AND OF WORLD PEACE. IT IS OBVIOUS THAT THE REDUCTION OF HARMONY IN TROUBLED AREAS

OF THE WORLD, AND THE PROVISION OF FOOD,
GOOD HEALTH, AND EDUCATION WILL INDEPENDENTLY
CONTRIBUTE TO ADVANCING THE HUMAN CONDITION.

IN OUR RELATIONS WITH OTHER COUNTRIES,
THESE MUTUAL CONCERNS WILL BE REFLECTED IN
OUR POLITICAL, OUR CULTURAL AND OUR ECONOMIC
ATTITUDES.

THESE THEN ARE OUR BASIC PRIORITIES
AS WE WORK WITH OTHER MEMBERS TO STRENGTHEN
AND TO IMPROVE THE UNITED NATIONS:

-- WE WILL STRIVE FOR PEACE IN THE
TROUBLED AREAS OF THE WORLD;

-- WE WILL AGGRESSIVELY SEEK TO CONTROL
THE WEAPONRY OF WAR;

-- WE WILL PROMOTE A NEW SYSTEM OF
INTERNATIONAL ECONOMIC PROGRESS AND
COOPERATION; AND

-- WE WILL BE STEADFAST IN OUR DEDICATION
TO THE DIGNITY AND WELL-BEING OF PEOPLE
THROUGHOUT THE WORLD.

I BELIEVE THIS IS A FOREIGN POLICY THAT
IS CONSISTENT WITH AMERICA'S HISTORIC
VALUES AND COMMITMENTS. I BELIEVE IT IS
A FOREIGN POLICY THAT IS CONSONANT WITH
THE IDEALS OF THE UNITED NATIONS.

THANK YOU.

THE WHITE HOUSE
WASHINGTON

March 16, 1977

Bob Lipshutz

In accordance with your request
the signed executive order on
Staff Salaries and memorandum
to the Management Committee
on this subject are attached.

Rick Hutcheson

Staff Salaries

*Original to Bob Linder
3/17/77*

THE WHITE HOUSE
WASHINGTON

| ACTION | FYI |
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Lipshutz as to
disposition of
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THIS DOCUMENT HAS BEEN
THE WHITE HOUSE

WASHINGTON

March 15, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: Bob Lipshutz

SUBJECT: Staff Salaries

GL

Attached for your signature is the Executive Order setting salaries for the 27 top staff members. Jack Watson has asked that he be permitted to reduce the salary of his two deputies by \$1,000 and increase his other two professionals by \$1,000. There was no disagreement on the part of the Committee.

The second document authorizes the Committee to set the remaining salaries with the restriction that no more than 25 people shall be in the \$35,000 to \$47,500 range and that the average for any given unit shall not exceed \$42,500.

If satisfactory, please indicate your approval on the attached sheets.

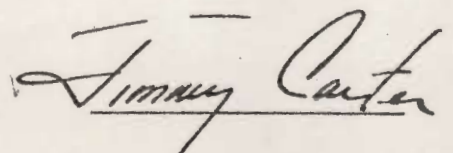
Attachment

O R D E R

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The rates of compensation on the following are hereby fixed, effective February 27, 1977:

| <u>NAME</u> | <u>SALARY</u> |
|----------------------------------|---------------|
| Robert J. Lipshutz | \$56,000 |
| Margaret A. McKenna | 48,500 |
| Hamilton Jordan | 56,000 |
| Landon Butler | 48,500 |
| Stuart E. Eizenstat | 56,000 |
| David M. Rubenstein | 48,500 |
| Jack H. Watson, Jr. | 56,000 |
| Lawrence A. Bailey | 47,500 |
| Jane L. Frank | 47,500 |
| Margaret Costanza | 56,000 |
| Robert A. Nastanovich | 48,500 |
| Frank B. Moore | 56,000 |
| Deputy Assistant (Senate-Vacant) | 48,500 |
| Deputy Assistant (House-Vacant) | 48,500 |
| James R. Schlesinger | 56,000 |
| Zbigniew K. Brzezinski | 56,000 |
| Joseph L. Powell | 56,000 |
| Rex L. Granum | 48,500 |
| Walter W. Wurfel | 48,500 |



| <u>NAME</u> | <u>SALARY</u> |
|-----------------------|---------------|
| Timothy E. Kraft | \$51,000 |
| James B. King | 51,000 |
| Richard M. Harden | 51,000 |
| Hugh A. Carter, Jr. | 51,000 |
| Joseph W. Aragon | 51,000 |
| Peter G. Bourne | 51,000 |
| Martha M. Mitchell | 51,000 |
| Gregory S. Schneiders | 48,500 |

THE WHITE HOUSE,

✓ Jimmy Carter

THE WHITE HOUSE
WASHINGTON

March 15, 1977

MEMORANDUM FOR:

THE MANAGEMENT COMMITTEE

SUBJECT:

Authorization to Establish
Administratively Determined Salaries

The Management Committee, chaired by Robert Lipshutz, is hereby authorized to establish or change salary levels for all personnel on the White House Office staff whose rate of pay is between the level of \$47,499 and \$35,000, with the conditions that no more than 25 persons will be in this category and that the average salary for this category will not exceed \$42,500.

✓ Jimmy Carter